






“The role of social capital on culture preservation and organization transformation among new Chinese chambers of commerce members in Thailand”

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THE ROLE OF SOCIAL CAPITAL ON CULTURE PRESERVATION AND ORGANIZATION TRANSFORMATION AMONG NEW CHINESE CHAMBERS OF COMMERCE MEMBERS IN THAILAND

Abstract

This study aims to examine the role of social capital dimensions (e.g., structural, relational, and cognitive) in influencing business transformation among new Chinese chambers of commerce in Thailand towards cultural preservation. A total of 525 members of the new Chinese chambers of commerce participated in Thailand. Structural equation modeling (SEM) was used to examine the research hypotheses. Structural social capital has a positive and significant effect on relational social capital and cognitive social capital. Cognitive social capital also has a positive and significant effect on relational social capital. Furthermore, social capital dimensions (e.g., structural, cognitive, and relational social capital) also have a positive and significant effect on business transformation directly and indirectly towards culture preservation. The findings advance both theoretical knowledge and practical applications, offering insights for businesses and policymakers seeking to leverage social capital for sustainable transformation and long-term success. Social capital dimensions can enhance innovation, facilitate organizational change, and promote flexibility in an increasingly complex and competitive business environment across cultures, industries, and organizational settings.

Keywords

social capital, organization members, culture preservation, business transformation

JEL Classification

C12, I25, J24, L31

INTRODUCTION

During the early 20th century, Chinese businessmen played a prominent role in Siam by establishing strong connections with local monarchs and creating extensive economic networks. This historical context is essential for understanding the evolution of the Thai-Chinese Chamber of Commerce (TCCC) and its significance in the socio-economic landscape of Thailand. The formation of chambers of commerce, particularly the TCCC, served as a critical platform for self-assistance, cooperation, and interaction among Chinese entrepreneurs. The community members' communication and interaction could navigate the complexities of the political and economic environments of the mid-20th century, which were often marked with regard to instability and uncertainty. The TCCC's role extended beyond mere business networking; it became a vital institution for fostering resilience and adaptability among Chinese entrepreneurs and diaspora in a foreign land.

The rise of immigrant entrepreneurs from China not only reflects the effectiveness of Thailand's economic changes but also signals a shift in the global economic landscape, where emerging markets like Thailand become focal points for investment and trade. This is particularly relevant in the case of Chinese entrepreneurs, who are sustained by China's domestic economic reforms and expanding commercial ventures. Furthermore, the influx of Chinese migration in the latter half of the 20th century introduced a new wave of entrepreneurs who differed significantly from local people's enterprises. This demographic shift is crucial for understanding the evolving dynamics within the Thai-Chinese community, which is the second largest ethnic Chinese population in Southeast Asia. The new immigrants have not only contributed to the economic fabric of Thailand but have also influenced business practices, community structures, and cultural norms. This transformation underscores the need for a nuanced examination of how these recent arrivals integrate into and reshape existing frameworks.

Despite the growing body of research on entrepreneurship, migration, and economic development, there remains a notable gap in studies that explore the role of social capital in cultural preservation and commercial transformation among minority ethnic entrepreneurs in some regions, including Thailand. Existing literature tends to focus predominantly on economic growth and policy measures, lacking studies to investigate the critical influence of social networks on the sustainability and adaptation of business models within ethnic communities. The purpose of this research is to fill this gap by investigating how Chinese migrants in Thailand leverage social networks to navigate the complexities of economic development while maintaining their cultural heritage. This study aims to provide valuable insights that can inform policy design towards examining the interplay between social capital, entrepreneurship, and cultural identity. Understanding these dynamics is crucial for creating supportive environments that foster both economic growth and cultural heritage within the entrepreneurial landscape of ethnic minorities in Thailand.

1. LITERATURE REVIEW AND HYPOTHESES

Social capital refers to the social interactions and networks among individuals, which facilitate cooperation and collaboration for mutual benefit (Putnam, 2000). In contemporary society, parties increasingly engage in these interactions to leverage advantages from one another, particularly through enhanced communication channels (Levy & Gvili, 2015). This interactive nature of social capital enables individuals to tailor community members' engagement to meet specific needs and contextual demands and also fosters a more personalized approach to social relationships (Li et al., 2014). Some scholars reveal that social capital has multiple dimensions, highlighting the intricate relationship between social ties and the mobilization of resources (Liu et al., 2020). It is closely linked to the establishment of networks that promote reciprocity and trust among individuals (Granovetter, 1973). This underscores the idea that social capital encompasses a diverse array of entities that facilitate collective actions and decision-making processes (Coleman, 1988). Furthermore,

social capital serves as a fundamental characteristic of social organization, playing a crucial role in achieving community goals and fostering social cohesion (Putnam, 2014). The community members can enhance personality resilience and capacity for collective action, ultimately leading to improved social outcomes and well-being.

Social capital is defined as "goodwill, fellowship, mutual sympathy, and social intercourse among a group of individuals and families who make up a social unit" (Hanifan, 1916). Furthermore, social capital is also a source of social networks and the associated norms of reciprocity and trust (Fukuyama, 2001). The network perspective and social structure are the main dimensions of social capital. The social structure of social capital is commonly connected to and sustains the mutual relationship to reinforce each other (Gemar, 2024). It facilitates collectivity towards collaboration, exchange, and interaction (Claridge, 2018). The World Bank has recognized the social capital initiatives and adopted this concept to measure social capital in some countries (Krishna & Shrader, 2002). It plays a major role in communication and interaction in both traditional

and virtual community contexts; structural, cognitive, and relational social capital are more apparent and applicable (Immonen et al., 2018). The two-way communication among the community members enables the refined inquiry submission and support receiving when requested (Zhang & Saadé, 2025). This interactive feature allows people to customize their specific needs and context (Lin, 2021).

There are three primary types of social capital: cognitive, structural, and relational social capital (Nahapiet & Ghoshal, 1998). Cognitive social capital refers to shared norms, values, and beliefs that facilitate mutual understanding, while structural social capital pertains to the overall network of relationships and connections among individuals. The connection between structural and cognitive social capital is established through social communication and interaction, which can foster trust and collaboration (Tsai & Ghoshal, 1998). Although individuals may not share deep emotional ties, they often possess a level of familiarity and trust that encourages them to share information, collaborate, or provide assistance to one another (Williams, 2006). These definitions highlight the complexity of social capital, which can be perceived both as an individual asset and a collective resource (Visave & Aldrich, 2025). It embodies economic capital and encompasses a metaphorical understanding of various tangible and intangible resources, benefits, productivity, and savings, ultimately contributing to the overall well-being of communities (Guang & Charoensukmongkol, 2020).

The critical aspect of studying social capital lies in the clarity and consistency of the approach, ensuring that the chosen definition aligns with how the concept is conceptualized and operationalized in research (Rossoni et al., 2024). Social capital emerges as a dynamic construct deeply rooted in social interactions and networks, facilitating access to resources and fostering cooperative and coordinated actions within social structures (Saz-Gill et al., 2021). This construct specifically investigates the role of shared norms and trust within communities, promoting cooperation and collective actions among members while also examining how community members access essential resources (Ren & Liu, 2021). Understanding the dimensions of social capital can illuminate the

mechanisms through which Chinese Chambers of Commerce in Thailand operate within the broader economic and social landscape. It uncovers how social capital influences business practices, networking opportunities, and resource mobilization among members. This exploration not only enhances our understanding of the unique challenges and opportunities faced by the community members but also contributes to the broader discourse on the significance of social capital in fostering economic development and social cohesion within diverse communities towards collaboration and resource sharing in various contexts.

The structural component of social capital is defined as the level of social partnership, which pertains to the existence or lack of social bonds between individuals (Borgonovi & Andrieu, 2020). This aspect is crucial for understanding how relationships are formed and maintained within a community. The dimensions of relational social capital include community trust, the norm of reciprocity, and identity constructs (Junaidi et al., 2020). Trust is fundamentally the confidence in the honesty and reliability of others within a virtual community, based on the assumption that individuals will adhere to commonly accepted values, standards, and principles (Koranteng et al., 2023). This trust is essential for fostering collaboration and engagement among community members. The principle of reciprocity suggests that individuals are inclined to respond to others' actions, particularly in the context of knowledge exchange among community members (Muliadi et al., 2024). This reciprocal behavior strengthens social ties and enhances the flow of information (Sözbilir, 2018). Furthermore, the cognitive dimension of social capital is identified through two constructs: shared language and vision. This dimension encompasses the linguistic expressions, communication systems, and fundamental beliefs that are collectively understood and utilized towards individuals within a community, promoting mutual comprehension and agreement (Hatamleh et al., 2023).

Coleman (1988) positioned the initial theoretical structure to discover the gap between sociological phenomena as a logical achievement that provides prosperous relationships that avoid the social situation. Particularly, the role of social capital as an

entry point to human capital development. This concept is based on the idea of communication and interaction within social groups and networks, which would be useless if trust is low among the members or users (Deferne et al., 2023). Groups, networks, and trust ideally can organize simultaneously (Soleimani, 2022). Further, this notion has more application to elaborate the role of social capital to facilitate the process of engagement among the people (Fukuyama, 2001; Putnam, 2000). The number of communities with regard to trust due to the model of social capital can describe the current situation in the community members (Guercini & Ranfagni, 2022). Furthermore, it is more feasible to set up communications and interactions toward gains that can be recognized as a result of specialization (Calabro et al., 2023). The level and standard of social capital are important factors in pursuing the going concern of an organization in the long term. Moreover, the notion of network is similarly linked with trust (Crowley & Barlow, 2022).

The concept of “weak ties,” introduced by Granovetter (1973), highlights the value of relationships that may not be deeply rooted but serve as crucial conduits for information exchange. These weak ties facilitate processes such as information seeking and sharing, allowing individuals to access diverse perspectives and resources that may not be available within their immediate social circles (Kos et al., 2023). The varying levels of trust within these relationships can be personified in the fundamental social community, reflecting how trust dynamics shape interactions and collaboration (Guang & Charoensukmongkol, 2020). Moreover, different levels of social capital encompass various aspects of social organization, simplifying the actions of members within groups and enhancing their ability to work collectively (Lam et al., 2024). This complexity illustrates that social capital is not merely about the quantity of connections but also the quality and nature of those relationships (Putnam, 2000). The social capital theory emphasizes the significance of broader social networks in facilitating information exchange, while also demonstrating how trust dynamics within these networks can influence community interactions and organizational behavior (Coleman, 1988). The communities’ members can leverage their social capital to foster collaboration, innovation, and resilience, ultimately leading to improved outcomes for all members involved.

Intellectual capital, often referred to as social capital, encompasses relational, cognitive, and structural components, serving as both a real and potential resource for knowledge sharing and exchange among members of virtual communities (Ghahtarani et al., 2019). This multifaceted construct plays a crucial role in facilitating collaboration and innovation within these communities. Cognitive social capital, in particular, is characterized by two key constructs: language sharing and vision sharing (Nahapiet & Ghoshal, 1998). Language sharing involves the use of specific acronyms, subtleties, and underlying assumptions that are unique to a community, fostering a common understanding among its members. This shared linguistic framework enhances communication and enables individuals to convey complex ideas more effectively (Fukuyama, 2001). On the other hand, vision sharing pertains to the collective social objectives that guide the bonding process within the community. It emphasizes the importance of integrating resources and aligning goals to achieve common aspirations. The cognitive social capital empowers members to share interpretations, opinions, and values, ultimately enriching the community’s knowledge base. The communities’ members can enhance their capacity for collaboration, leading to more effective knowledge exchange and a stronger sense of belonging among members.

H1: Structural social capital has a positive effect on relational social capital.

H2: Structural social capital has a positive effect on cognitive social capital.

H3: Cognitive social capital has a positive effect on relational social capital.

H4: Structural social capital has a positive effect on entrepreneur culture preservation.

H5: Cognitive social capital has a positive effect on entrepreneur culture preservation.

H6: Relational social capital has a positive effect on entrepreneur culture preservation.

H7: Entrepreneurial culture preservation has a positive effect on business transformation.

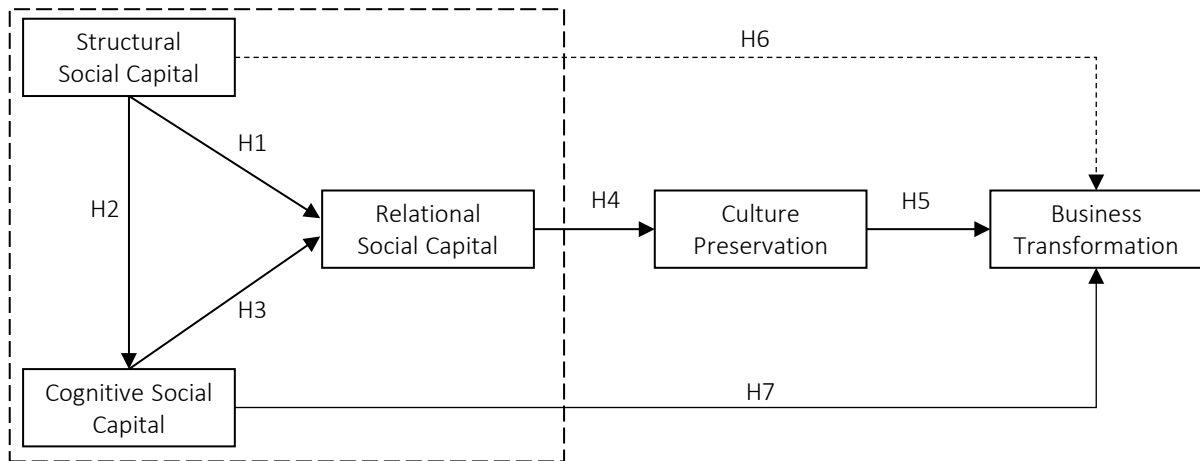


Figure 1. Proposed research model

2. METHODS

The participants in this study are New Chinese Chambers of Commerce members. This study employs structural equation modeling (SEM) as the primary method to analyze the role of social capital in business transformation among New Chinese Chambers of Commerce in Thailand. SEM was chosen for its ability to address complex decision-making problems (Podsakoff et al., 2003). However, to ensure that the questionnaire (Appendix A) was clear and readable, two specialists were engaged before it was made available for data collection: one member of the business organization and a qualified English-Chinese translator. An online survey was used for this data collection process from September 1 to November 31, 2024. A total of 569 New Chinese Chambers of Commerce filled out the questionnaires, and 525 samples were valid (92.27%). Furthermore, cognitive social capital refers to Lefebvre et al. (2016) and Nahapiet and Ghoshal (1998); relational social capital and structural social capital are adopted from Nahapiet and Ghoshal (1998) and Junaidi et al. (2020). Culture preservation refers to Guang and Charoensukmongkol (2020), and business transformation refers to Lam et al. (2024).

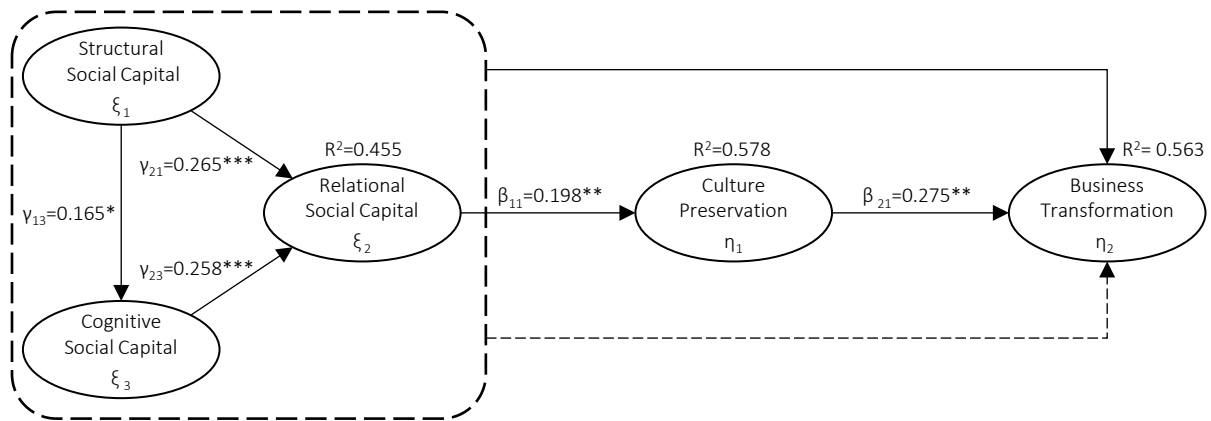
Table 1 shows the participant information. This diverse occupational distribution indicates that a wide range of participant backgrounds is represented, providing a more holistic understanding of New Chinese Chambers of Commerce in Thailand.

Table 1. Respondent demographics

Demographic Items	Frequency	Percentage (%)
Gender		
Male	275	52.3
Female	250	47.7
Age		
20-30 years old	165	31.4
31-45 years old	221	42.1
Over 45 years old	139	26.5
Education		
Bachelor	277	52.7
Master and above	245	47.3
Experiences as an entrepreneur		
<5 years	121	23.0
6-10 years	210	40.1
More than 10 years	194	36.9

3. RESULTS AND DISCUSSION

This study empirically validates that structural social capital has a positive and significant effect on cognitive and relational social capital ($\gamma_{21} = 0.265, p < 0.001$; $\gamma_{13} = 0.165, p < 0.05$), respectively supporting H1 and H2. Furthermore, cognitive social capital has a positive and significant effect on relational social capital ($\gamma_{23} = 0.258, p < 0.001$), supporting H3. Furthermore, this study also confirms that relational social capital has a positive and significant impact on Chinese community culture preservation ($\beta_{11} = 0.198, p < 0.01$), supporting H4. Interestingly, the Chinese community culture preservation has a positive effect on business transformation ($\beta_{21} = 0.275, p < 0.01$), supporting H5 (see Figure 2).



Model fit: $\chi^2/df = 3.644$, GFI = 0.953, NFI = 0.955, CFI = 0.955, IFI = 0.957, and RMSEA = 0.041.

Figure 2. Structural model

This study adopted the mediating variables procedure recommended by Hayes (2018). Table 2 shows that customer satisfaction has a direct and indirect impact on mediating service quality and customer loyalty, which supports H6 and H7.

The social capital dimension has a causality effect (e.g., cognitive, structural, and relational social capital). The results also validate that social capital is a key important factor in Chinese chambers of commerce members' culture preservation, which has an important and significant effect on business transformation. Structural social capital plays a vital role in preserving entrepreneurial culture by fostering connections, trust, and collaboration within communities. These elements contribute to entrepreneurial ventures that respect, sustain, and promote cultural values, ensuring traditions remain relevant in modern contexts. One of the primary ways structural social capital

supports culture preservation is through its emphasis on networks and collaboration. These networks provide the foundation for cooperation that allows cultural traditions to thrive within entrepreneurial activities. Structural social capital fosters trust within communities, enabling individuals and businesses to work together harmoniously. Trust serves as a cornerstone for upholding cultural norms and values. New Chinese chambers of commerce that operate within trusted networks are more likely to adopt culturally aligned practices, as these norms are valued and reinforced by the community members. Communities with strong structural social capital often establish platforms such as cooperatives, cultural associations, and trade groups that promote cultural entrepreneurship towards knowledge and information exchange (Chung et al., 2024; Gemar, 2024; Hatamleh et al., 2023; Immonen et al., 2018).

Table 2. Mediation effects

Direct effect	β	t	95% CI
Structural social capital → Culture preservation	0.352	5.737***	(0.365, 0.475)
Cognitive social capital → Culture preservation	0.441	5.566***	(0.526, 0.627)
Structural social capital → Business transformation	0.268	5.788**	(0.417, 0.519)
Cognitive social capital → Business transformation	0.387	5.655***	(0.438, 0.518)
Relational Social capital → Business transformation	0.382	5.418***	(0.338, 0.349)
Indirect effect	β	SE	95% CI
Structural social capital → Relational social capital → Culture preservation	0.351	0.045	(0.281, 0.417)
Cognitive social capital → Relational social capital → Culture preservation	0.325	0.041	(0.235, 0.247)
Structural social capital → Culture preservation → Business transformation	0.525	0.047	(0.242, 0.277)
Cognitive social capital → Culture preservation → Business transformation	0.378	0.031	(0.252, 0.274)
Relational social capital → Culture preservation → Business transformation	0.461	0.042	(0.386, 0.448)

Note: Significant at * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Cognitive social capital plays a critical role in preserving entrepreneurial culture, particularly within new Chinese chambers of commerce. It fosters a collective identity and shared purpose that guides the activities of these organizations, helping members align their business practices with cultural norms and traditions. This alignment ensures that the ventures undertaken by organization members not only preserve their cultural identity but also reflect the community's core principles. Community members who feel a strong connection to their cultural roots are more likely to incorporate traditional elements into their business practices, creating a unique blend of modern entrepreneurship and heritage. This sense of identity serves as a powerful motivator, encouraging entrepreneurs to develop products or services that celebrate and preserve their cultural heritage (Junaidi et al., 2020; Kos et al., 2023; Liu et al., 2020). Cognitive social capital provides a framework for understanding "how things are done," which often includes specific cultural practices and values. Furthermore, it facilitates the transmission of cultural knowledge and practices from one generation to the next. This intergenerational exchange not only strengthens the community's cultural but also enhances the sustainability and relevance of business endeavors in a rapidly changing world.

Relational social capital plays a vital role in preserving entrepreneurial culture by emphasizing the quality and depth of personal connections within communities. These connections significantly impact how cultural values and traditions are integrated and sustained in entrepreneurial ventures. Trust is a cornerstone of relational social capital, serving as a foundation for cultural preservation in entrepreneurship. Chinese entrepreneurs who cultivate strong, trust-based relationships within their communities are more likely to adhere to cultural norms and practices, ensuring that their businesses reflect the values of their heritage. This trust not only encourages community members to support businesses that uphold shared traditions (Muliadi et al., 2024; Kos et al., 2023; Rossoni et al., 2024) but also fosters emotional bonds among organizational communities. These bonds create a sense of responsibility among entrepreneurs to preserve and celebrate their cultural heritage, motivating them to incorporate traditional elements

into their business models. Strong interpersonal relationships facilitate mutual support, resource sharing, and mentorship, all of which are critical for cultural entrepreneurship. It proves that social capital can enhance organization members' ventures, ensuring that they remain rooted in the cultural identity while also adapting to contemporary market demands. This dynamic interplay between relational social capital and entrepreneurial culture ultimately contributes to the sustainability and growth of culturally relevant businesses.

Community members and stakeholders often rally around entrepreneurs who champion cultural preservation, providing essential resources, skills, and access to valuable networks. This collective support is crucial for fostering an environment where cultural heritage can thrive within Chinese community ventures. Relational social capital plays a significant role in reinforcing cultural norms through continuous interaction and shared experiences within the community. These interactions create a dynamic space where cultural values are not only discussed but actively practiced and celebrated. The community members can also develop a deeper understanding of shared cultural expectations, which allows them to align and enhance the ventures accordingly (Ren & Liu, 2021; Rossoni et al., 2024; Sözbilir, 2018). This alignment is vital for ensuring that businesses resonate with the community's identity and values, ultimately enhancing their acceptance and success. Furthermore, the ongoing relationships fostered relational social capital to encourage collaboration and innovation.

Social capital plays a pivotal role in promoting the exchange of ideas and information among individuals and groups, which is crucial for business transformation. Networks, a key aspect of structural social capital, allow businesses to access diverse perspectives and expertise, enabling them to identify opportunities for innovation within organizational communities. These networks facilitate collaboration, which accelerates the development and implementation of innovative strategies that can drive growth and adaptation in a rapidly changing market. When community members and stakeholders trust the leadership and believe in the organization's vision, they are more likely to embrace change. This trust reduces resistance to

new initiatives and fosters a culture of openness to new ideas and processes (Kos et al., 2023; Lam et al., 2024; Liu et al., 2020). Furthermore, relational social capital helps maintain morale and productivity through transparent communication and mutual respect among employees. This environment of trust and collaboration proves that social capital facilitates cooperation within and across

organizational boundaries, providing access to resources that drive transformation. Partnerships and alliances formed through strong networks enable businesses to pool resources, share risks, and achieve economies of scale. The organizations can enhance the members' capacity for innovation, ensuring competitiveness and responsiveness to the evolving needs of markets and communities.

CONCLUSION

Social capital plays a pivotal role in enabling business transformation, particularly among new Chinese chambers of commerce. These elements are essential for enhancing knowledge sharing, reducing resistance to change, and facilitating resource sharing, making social capital an invaluable asset in driving transformation. It encourages collaboration and engagement, allowing businesses to embrace new strategies and actively participate in change initiatives. On the other hand, it refers to the networks and formal connections that expand access to diverse expertise and resources crucial for innovation and adaptation. This interconnectedness enables businesses to form partnerships, alliances, and cooperative initiatives that pool resources and share knowledge, thereby tackling complex challenges and accessing new markets. Social capital enhances the flow of knowledge and ideas within networks, enabling businesses to identify emerging trends, adopt new technologies, and reimagine processes. Thus, businesses can navigate transformation with greater confidence, innovate sustainably, and establish long-term success in a competitive and ever-evolving landscape.

The concept of social capital offers significant theoretical contributions to understanding business transformation among new Chinese chambers of commerce. First, structural social capital highlights the importance of networks and formal connections in accessing resources and information. Theoretically, it emphasizes how interconnectedness between individuals and organizations facilitates knowledge sharing, collaboration, and the diffusion of innovative practices. This perspective broadens transformation research by showing how external and internal networks serve as conduits for opportunity recognition and collective problem-solving. Second, relational social capital underscores the role of trust, reciprocity, and interpersonal relationships in reducing resistance to change and fostering organizational commitment. Its theoretical contribution lies in explaining how strong emotional bonds and mutual obligations within teams and communities create environments conducive to successful transformation. Relational social capital also enriches discussions on stakeholder alignment and engagement. Third, cognitive social capital integrates shared values, norms, and a common purpose into the transformation discourse. Theoretically, it bridges the gap between organizational culture and change management by showing how aligned mental models can streamline decision-making and motivate collective action during transformation efforts.

The business transformation among new Chinese chambers of commerce is inevitable. Hence, the new Chinese chambers of commerce and business units must cultivate inclusive and dynamic relationships to harness the full potential of social capital for transformation. Social capital not only drives the operational and strategic shifts required for transformation but also sustains resilience and adaptability in the face of disruption. Social capital also provides practical tools for businesses to drive transformation effectively by fostering collaboration, innovation, and adaptability in dynamic environments. It enables organizations to leverage networks, relationships, and shared values to achieve sustainable growth and resilience during periods of change. This perspective broadens transformation research by illustrating how both external and internal networks serve as conduits for opportunity recognition and collective problem-solving. It explains how strong emotional bonds and mutual obligations create environments conducive to successful transformation.

Future research can explore how social capital influences business transformation across diverse cultural and geographic contexts, providing more nuanced insights. Investigating the dynamic interplay between social capital and business transformation over time can deepen our understanding of these evolving relationships. Additionally, examining the potential downsides of social capital, such as exclusionary practices or resistance to change, will offer a more balanced perspective. Studies focusing on specific industries or organizational types, such as startups or non-profits, could reveal unique patterns in the role of social capital in transformation.

AUTHOR CONTRIBUTIONS

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Writing – review & editing: Jiafan Sheng, Yaoping Liu, Junaidi Junaidi.

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APPENDIX A

Structural social capital

- I maintain close social relationships with some members of this chamber.
- I spend a lot of time interacting with some members of this chamber.
- I know some members of this Chamber on a personal level.
- I have frequent communication with some members of this chamber.

Relational social capital

- Members of this chamber will not take advantage of others even when the opportunity arises.
- Members of this chamber will always keep the promises they make to one another.
- Members of this chamber would not knowingly do anything to disrupt the conversation.
- Members of this chamber behave in a consistent manner.
- Members of this chamber are truthful in dealing with one another.
- I know that other members of this chamber will help me, so it is only fair to help other members.
- I believe that members of this chamber would help me if I needed it.

Cognitive social capital

- The members of this chamber use common terms or jargon.
- Members of this chamber use understandable communication patterns during the discussion.
- Members of this chamber use understandable narrative forms to post messages or articles.
- Members of this chamber share the vision of helping others solve their professional problems.
- Members of this chamber share the same goal of learning from each other.
- Members of this chamber share the same value that helping others is pleasant.

Culture preservation

- The Chamber influences my cultural background on business practices.
- The Chamber provides specific cultural traditions incorporating business.
- The Chamber preserves our cultural identity while operating a business.
- The Chamber engages with other community members to promote cultural preservation.

Business transformation

- The Chamber provides opportunities for networking and socializing among its members.
- The Chamber encourages collaboration and cooperation among its members.
- The Chamber fosters an inclusive environment where diverse perspectives are respected.
- The Chamber organizes events and activities that strengthen social bonds among members.
- I have attained new business opportunities through my involvement in the Chamber.
- The Chamber has effectively represented the interests of its members in relevant business and policy matters.